



***“The Intellectual Center  
of the Army”***



**Purpose – Provide an update to the Character Development Project Team, including current status, means to complete the project, and desired end state for implementation into the Leader Development System.**

# **The Center for the Army Profession and Ethic Character Development Project Team TELECON**

**16 June 2016**



This briefing is: **Unclassified**



- Roll Call / Introduction
- Character Development Project
  - Situation
  - Mission
  - Essential Tasks (CAPE Lead)
  - Timeline
  - Update: Junior Leader Army Profession Symposium (JLAPS)
- Discussion
- Closing





## Where we have been:

2011–2012 Army Profession Campaign

Sep 2012 ADP 1, *The Army*, includes the Army Profession (Chapter 2)

Jun 2013 ADRP 1 (Revision 1), *The Army Profession*

Jul 2014 Army Ethic White Paper

Jun 2015 ADRP 1, includes the Army Ethic (Chapter 2)

Oct 2015 CSA approves Character Development, Army Priority List #3P, FY16

Nov 2015 Character Development Project Team

Dec 2015 HQDA EXORD 086-16 Human Dimension

April 2016 Character Development White Paper + JLAPS

May 2016 CGSC Electives and MMAS Papers



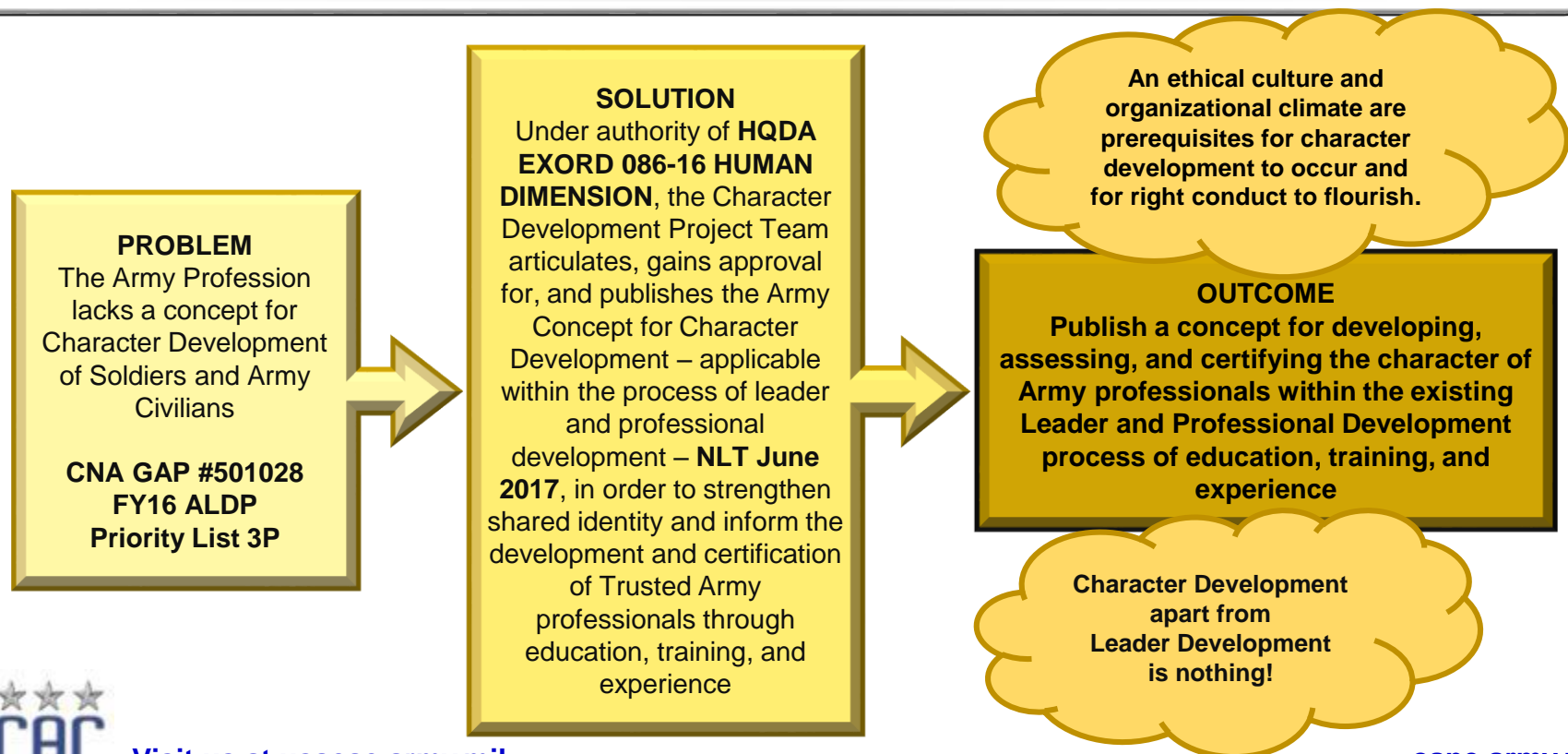


**Intrinsically, character** is “one’s **true nature**, including identity, sense of purpose, values, virtues, morals and conscience.”

**Operationally**, doctrine defines **character** as “Dedication and adherence to the Army Ethic, including Army Values, as consistently and faithfully **demonstrated in decisions and actions.**”

The Army Profession certifies the character, competence, and commitment of Soldiers and Army Civilians. (ADRP 1)

**Character** is central to developing **mutual trust** and **cohesive teams** within **Mission Command** (ADRP 6-0), which in turn strengthens **resilience** and **personal readiness** while contributing to **unit readiness**. **Character Development** is a unifying theme within *The Army Human Dimension Concept*, the *Talent Management Concept of Operations for Force 2025 and Beyond*, is an essential requirement for **Leader Development** (ALDS, ADRP 6-22), and integral to the Army meeting **Army Warfighting Challenges 4, 8, 9, 10 and 19**.





**Problem:** The Army lacks the capability to identify attributes of character and to assess the success of efforts to develop character so that Army professionals consistently demonstrate their commitment and resilience to live by and uphold the Army Ethic.

(CNA GAP #501028)

**Mission:** The Character Development Project Team articulates and gains APLDF approval for and publishes the Army Concept for Character Development -- applicable for all Soldiers and Army Civilians, within the process of leader and professional development -- NLT June 2017, in order to strengthen shared identity and inform the certification of trusted Army professionals.

(Army White Paper: Developing the Character of Trusted Army Professionals, Forging the Way Ahead, 19 April 2016)

**Endstate:** Publish a concept\* for developing, assessing, and certifying the character of Army professionals within the existing Leader and Professional Development process of education, training, and experience

(Army White Paper, 19 April 2016)

**\*TRADOC CG Approved White Paper for Character Development**





CAPE: Is the lead for all Essential Tasks; selected agencies requested to assist; volunteer SMEs provide support.

CAPE (Internal) Project Team:

- Individuals assigned for each task
- Liaison to all major organizations & cohorts
- Frequent internal IPRs

Monthly Army-wide CD Project Team Meetings

Key Activities (Examples):

- CPT Solarium
- Selected Focus Groups
- Cohort Engagement (e.g., NCO 2020, WO 2025)
- Drill Sergeant School
- Recruiting Command
- Army University (Instructor Certification)
- Army Profession Forum (7-8 DEC)
- Unified Quest
- Junior Leader Army Profession Seminar (JLAPS)
- Publish Character Development White Paper





Number	Task	Lead (CAPE)	Assist	Support
1	Determine how the relevant literature informs Character Development.	R&A	ARI	Tufts Univ.
2	Identify and include those relevant scientific disciplines whose theory and practice address character and character development (e.g., psychology, sociology, pedagogy, philosophy, anthropology, etc).	T&E	USMA CTE	Tufts Univ.
3	Identify and gain consensus for an Army Profession lexicon regarding character and character development.	OPS	SCPME	RAN
4	Understand relationships among “character, identity, personality, values, virtues, morals (conscience), etc.”	R&A	CAL	Tufts Univ.
5	Understand the effects of resilience and social-emotional intelligence as they relate to character and character development.	R&A	HQDA G1 ARD	Bayllor
6	Identify and determine the effects of factors external to the Army on character development (e.g., religion, family, socio-economic status, etc.).	R&A	HQDA G1 ARD	USMA BS&L
7	Identify and determine the effects of factors internal to the Army on character development (e.g., esprit de corps, culture of trust, organizational climate).	T&E	CAL	HQDA G1 ARD
8	Identify both enablers and obstacles affecting character development within the:			
	8A Institutional Army	T&E	C-IMT	CAC-T
	8B Operational Army	OPS	MCoE	MCTP
9	Determine what must be done to positively influence character development within the:			
	9A Institutional Army, (e.g., policies, programs, procedures)/	T&E	C-IMT	CAC-T
	9B Operational levels of the Army (e.g., unit training, garrison activities, etc.).	OPS	MCoE	MCTP
10	Define the role for senior stewards (leaders) in supporting Character Development.	Deputy Director	AWC	RAN
11	Determine what activity must take place at the level of the individual within the team (e.g., leadership, coaching, counseling, mentoring, self-development).	T&E	BS&L	USMA SCPME
12	Determine if service learning and community support activities have a beneficial effect on character development.	R&A	Big Army ACS	USMA DCA
13	Determine how the Army Ethic drives Character Development.	OPS	USMA SCPME	Chief of Chaplains
14	Identify reliable and valid means of assessing character development at the level of the:			
	14A Army Profession	R&A	HQDA G1 ARD	ARI
	14B Institutional Army	R&A	TRADOC (TRAC)	ARI
	14C Operational Army	R&A	CTCs	ARI
	14D Individual within the team	T&E	O/DUSA (RFL)	Tufts Univ.
15	Identify gaps in Army knowledge for future research.	R&A	USMA SCPME	USMA BS&L

Acronyms:

**ACS** = Army Community Service **ARD** = Army Resiliency Directorate **AWC** = Army War College **BS&L** = USMA Dept. Behavioral Sciences and Leadership  
**CTE** = USMA Center for Teaching Excellence **DCA** = USMA Directorate of Cadet Activities **D/OUSA (RFL)** = Department of the Under Secretary of the Army (Research Facilitation Lab) **OPS** = CAPE Operations **RAN** = Retiree Advisory Network **R&A** = CAPE Research and Assessment **T&E** = CAPE Training and Education  
**SCMPE**=USMA Simon Center for Professional Military Ethic **TRAC** = TRADOC Research Analysis Center



Task	Name	Email	Phone
1,4,5,6,12,14A,14B,14C,15	Mr. Patrick Toffler (CTR)	patrick.a.toffler.ctr@mail.mil	845-938-0825
2,7,8A,9A,11,14D	Mr. Bryan DeCoster (CIV)	bryan.d.decoster.civ@mail.mil	845-938-5945
3,8B,9B,13	MAJ Shawn Dalton	shawn.d.dalton.mil@mail.mil	845-938-1057
10	Mr. Glenn H. Goldman (CIV)	glenn.h.goldman.civ@mail.mil	845-938-0469





## Acronyms:

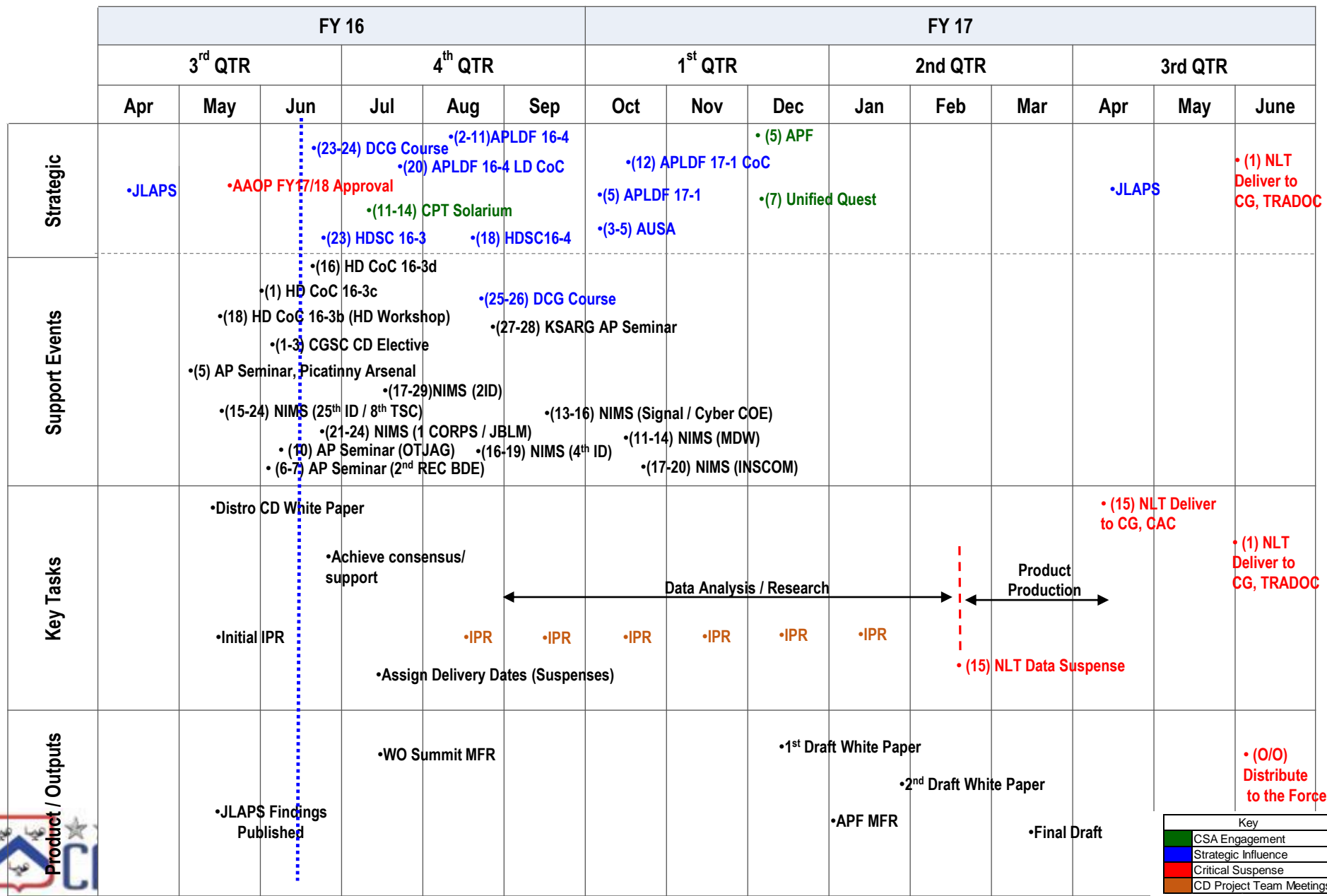
**ACC** – Army Civilian Corps  
**APF** – Army Profession Forum  
**APLDF** – Army Profession and Leader Development Forum  
**ARI** – Army Research Institute  
**ARNG** – Army National Guard  
**ASA (M&RA)** – Asst. Sec. Army for Manpower and Reserve Affairs  
**ASMC** – Army Staff Management College  
**AU** – Army University  
**AUSA** – Association of the US Army  
**AWC** – Army War College  
**AWFC** – Army Warfighting Challenge  
**AWG** – Asymmetric Warfare  
**CAL** – Center for Army Leadership  
**CGSC** – Command and General Staff College  
**FORSCOM** – Forces Command  
**HD** – Human Dimension  
**HQDA G1 ARD** – Army Resiliency Directorate  
**IMT** – Initial Military Training  
**INCOPD** – Institute for NCO Professional Development  
**JLAPS** – Junior Leader Army Profession Symposium  
**MRT** – Master Resiliency Training  
**NCO** – Non-commissioned officer  
**NIMS** – Not in my Squad  
**O/DUSA** – Office of the Deputy Undersecretary of the Army  
**OCCH** – Office of the Chief of Chaplains  
**OCS** – Officer Candidate School  
**OEMA** – Office of Economic and Manpower Analysis (USMA)  
**OTIG** – Office of the Inspector General  
**OTJAG** – Office of the Judge Advocate General  
**OTSG** – Office of the Surgeon General  
**RAN** – Retiree Advisory Network  
**RFL** – Research Facilitation Laboratory  
**RTB** – Ranger Training Brigade  
**SERE** – Survival, Evasion, Resistance, and Evasion  
**SME** – Subject Matter Expert  
**SWC** – Special Warfare Center  
**UQ** – Unified Quest  
**USACC** – US Army Cadet Command  
**USAR** – US Army Reserve  
**USAREC** – US Army Recruiting Command  
**USMA** – US Military Academy  
**WOCC** – Warrant Officer Career College

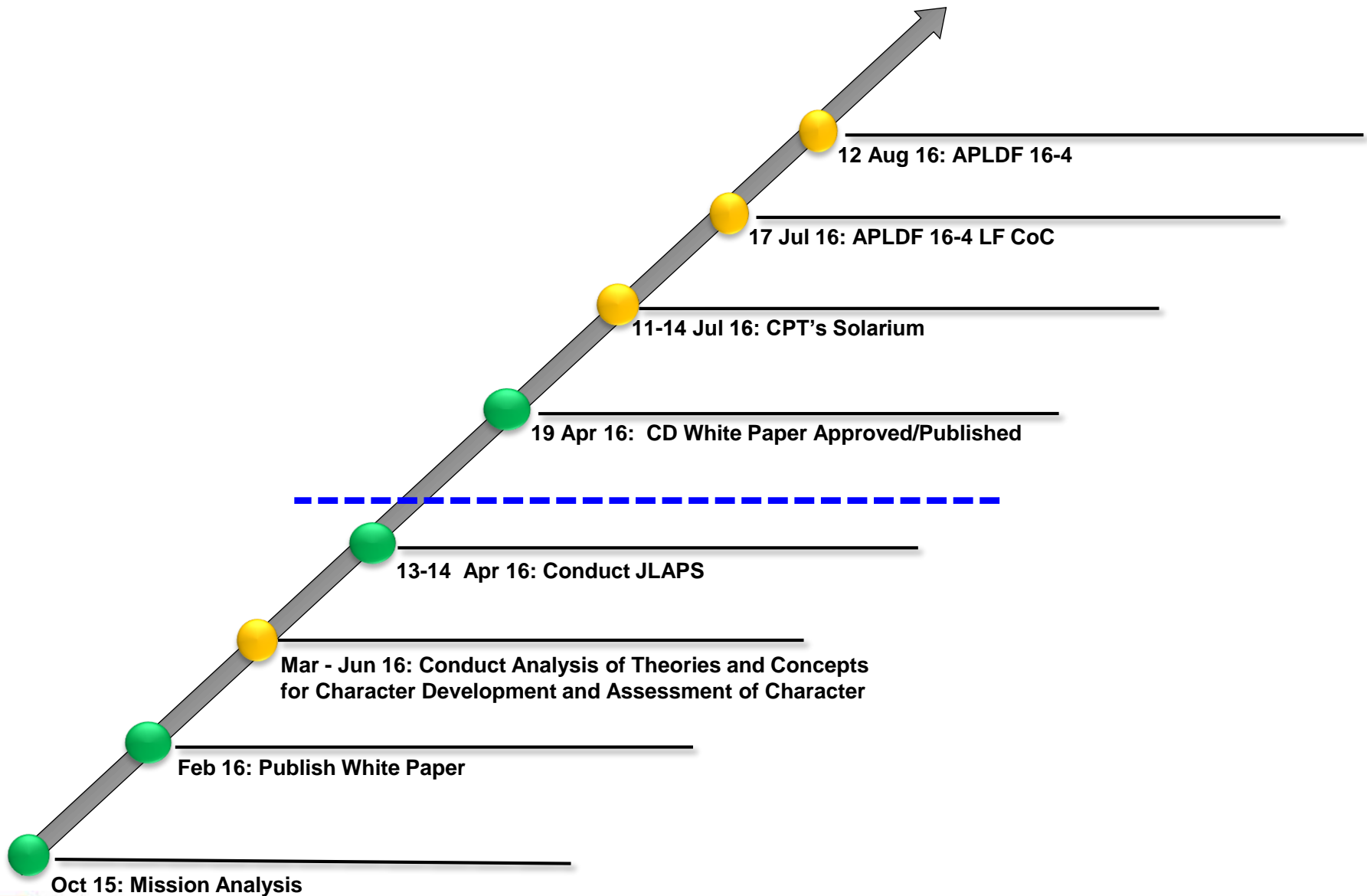
CAPE POC	Organizations	Activities
Mr. Glenn Goldman	USACC, USMA, OCS, OEMA	USMA Project Day
	ACC, ASMC	
Mr. Bryan DeCoster	AU	NIMS
	HQDA G1 ARD	MRT
CH (LTC) Dissmore	OTJAG, OTSG, OTIG, OCCH	
	CGSC	
MAJ Shawn Dalton	AUSA	JLAPS
	APF	CPT Solarium
	CAL	AUSA Convention
	ARNG, USAR	APF
	FORSCOM	UQ
	SERE	APLDF
	SWC, RTB	HD, AWFC 10
	ASA (M&RA)	RAN
CW4 Michael Grinter	WOCC	WO2025
SGM David Stewart (SGM Bolanos - incoming)	NCO, INCOPD	NCO2020
	IMT	
	USAREC	
Mr. Patrick Toffler (CTR)	AWG	SMEs
	ARI	
	O/DUSA (RFL)	
	AWC	

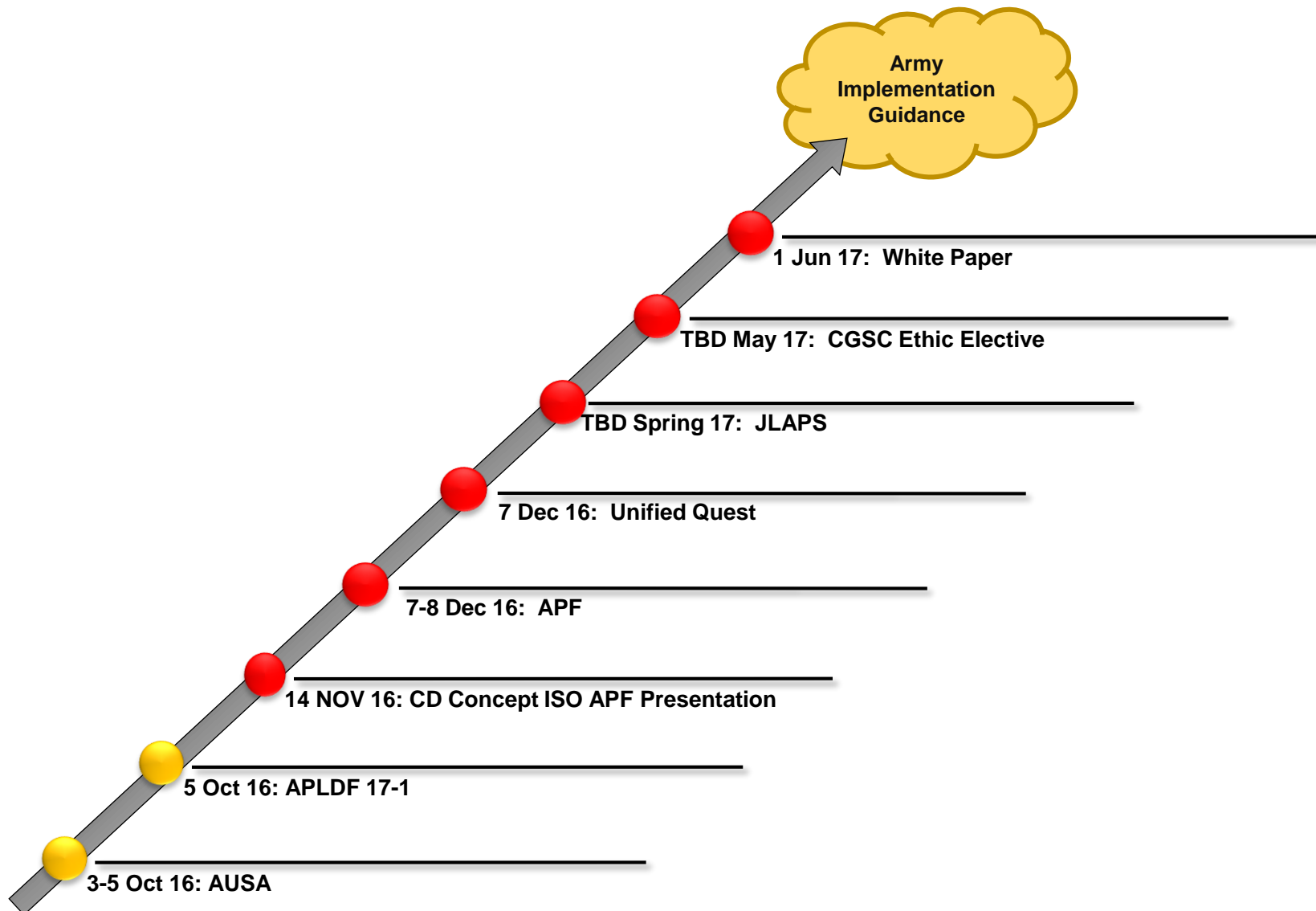




# Planning Calendar









Purpose: To gain the perspective of junior Army leaders regarding character development, within leader development, at their level of education, training, and operations.

Themes:

- 1) What enablers/obstacles exist in Army training, education, or operations that positively/adversely affected the development of character; or strengthened/weakened identity as a trusted Army professional?
- 2) What should the Army do within training, education, and operations to strengthen character development at the tactical level?
- 3) What must be done at the unit/organizational level to ensure that climate supports character development?



Findings:

Junior Army Leaders:

- Affirm the importance of character in reinforcing mutual trust in cohesive teams.
- Believe character is developed through caring leadership in education, training, and experience within an ethical command and organization climate.
- Expect senior Army leaders to establish conditions that foster an Army culture of trust through policies, programs, and exemplary leadership.





## Recommendations:

- Encourage accurate reporting – supporting situational understanding and mutual trust.
- Provide Army acculturation for Soldiers and Army Civilians – Recruiting, IET, PME/CES, initial assignment – reinforce at each level of responsibility (career long).
- Establish clear mission priorities and permit junior leaders to plan for implementation (honor the training schedule).
- Develop a command and organization assessment that captures the state of the ethical climate. Ask: “Do we live by and uphold ethical principles?”
- Establish a “probationary” period for all Soldiers – similar to Army Civilian Corps.





## Recommendations (cont.):

- Leaders must conduct Professional Development sessions (this responsibility cannot be delegated) – both scheduled and with coaching, counseling, and mentoring.
- Ethical reasoning must be integrated in all decision making, planning, actions, and AARs.
- Adopt the professional development methodology in the Warrant Officer Leader Development Strategy 2025 (e.g., WO Mentoring Program; 360 Evaluations; coaching, counseling, mentoring, and selections).
- Tie unit training requirements to mission (allow flexibility on AR 350-1); establish realistic reporting standards (character cannot thrive in an unethical climate); the training schedule is a contract, honor it (changes cause frustration – breach of trust).
- Commanders and organization leaders must establish policies and practices that are consistent with the Army Ethic (failure to do so promotes unethical conduct).







Next Meeting: 15 August 1330 (EDT)

Focus:

1. Captain Solarium Results
2. Essential Tasks Progress Update



## U.S. Army Combined Arms Center and Fort Leavenworth

“We are in fact one Army. We have three components, but it’s one Army. We are E Pluribus Unum in reality. Of the many, come one. . . And as we are one nation indivisible, we are, in fact, one Army indivisible.” 39th CSA GEN Mark A. Milley